



CREATION OF A POSITIVE CANDIDATE & NEW- HIRE EXPERIENCE

Management

Vidhula T S

2nd Year MBA, KCT Business School Saravanampatty, Coimbatore.

**Dr.M.Kirupa
Priyadarshini**

Associate Prof & Center Head- KCT Business School Saravanampatty, Coimbatore.

KEYWORDS

Introduction

People outline candidate expertise in some ways in which. In short, it's the collective results of all engagements and interactions that organization have with candidates throughout the selling and hiring technique. Several of these interactions are technology-driven – like your career site, job postings, and social media interactions and additionally form – whereas completely different interactions, like interviews, are plenty of private. It's found that thirty third of candidates with a negative expertise meant to share the news to public via social media and forty 1st of candidates WHO had a poor overall expertise meant to need their loyalty elsewhere. On the positive facet, the report found that of the candidates WHO had a positive candidate expertise increase their relationship with a brands and networks by 62, refer someone along the longer term by 78 and 68 of them apply all over again.

Much of the strain in recruiting is justly placed on finding the most effective candidates. Considerably less thought is given to what it's like applying for employment at an organization. This disconnect is talked relating to in recruiting circles as “candidate experience”.

Creating a positive candidate and new-hire experience has become a significant a section of attracting and holding high performers. Generally, the upper the expertise, the extra probably a corporation can attract the foremost effective rent as a result of high talent demands a compelling expertise within the work and among the hiring technique.

Human resource leaders are aware of the challenges they have in providing a positive expertise for potential employees. In line with LinkedIn's company Recruiting Trends 2017 report, half-hour say if budgets were unlimited, they may invest further in up the candidate expertise. Over 0.5 say they may pay further on leader stigmatization, recognising the impact it's on the pliability to accumulate quality talent.

Review of Literature

According to Costello (2006) recruitment was described as the set of activities and processes used to legally obtain a sufficient no of qualified people at the right place and time so that the people and the organization can select each one in their own best short and long-term interests.

Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, prime acting corporations devoted significant resources and energy to making prime quality choice systems. owing to the very fact that organizations area unit perpetually fortified by data technology to be additional competitive, it's natural to conjointly take into account utilizing this technology to re-organize the normal accomplishment and choice method through correct call techniques, therewith each the effectiveness and also the potency of the processes are often inflated and also the quality of the accomplishment and choice call improved. Odiorne (1984) indicated that the standard of latest recruits depends upon AN organization's accomplishment apply, which the relative effectiveness of the choice section is inherently dependent upon the calibre of candidates attracted.

Research Methodology

This research study aims to assess the candidate experience about recruitment process and on-boarding formalities, to understand the

specific initiatives that are attracted to potential candidates and the factors that influence an employee to pursue job at the company.

Methodology

The factors as be categorised into three things such as communication during the selection process, hiring process timeline and expectations and on-boarding & new-hire engagement. There was two set of structured questionnaires where one set focused the non-selected candidates and the other focused on candidates who joined the company. The two factors - communication during the selection process and hiring process timeline & expectations is common for both type of candidates. The structured questionnaires of 36 questions comprising those three factors and 25 questions comprising those two factors is prepared and collected from the joined and non-selected candidates.

Data was collected from 127 non-selected candidates and 51 hired candidates (New joiners) working in the financial IT company. Responses were recorded along a five-point Likert scale ranging from 1 (strongly agree/strongly effective/ Very likely/ extremely important) to 5 (strongly disagree/ no effective/ Very unlikely/ extremely unimportant) for all the items in the questionnaire.

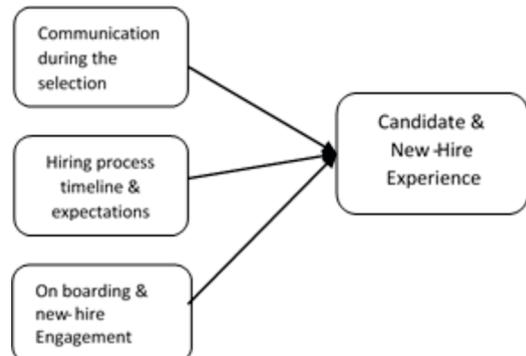


Fig 1: Conceptual Framework

Results and Discussion

The objective of the study was to explore the study constructs that contributed to candidate experience. The mean and Cronbach alpha are found for the factors that influence the candidate experience. A Cronbach alpha value of 0.7 or above for a scale is considered to be reliable. In the results, except for two factors all the values were above the 0.7.

Table 1: Mean and Cronbach Alpha value of factors influencing the Candidate Experience

Reliability					
	Study Constructs	Mean	SD	No of items	Cronbach's Alpha
Non-selected	Communication during the selection process	2.65	0.69	13	0.8
	Hiring process timeline and expectations	2.42	0.73	12	0.855

selected	Communication during the selection process	2.22	0.53	13	0.859
	Hiring process timeline and expectations	2.26	0.34	10	0.803
	On-boarding and new-hire engagement	2.16	0.46	13	0.809

The mean values of Communication during the selection process, hiring process timeline and expectations & On-boarding and new-hire engagement indicate that the candidates are not fully satisfied with the recruitment process. The communication needs higher focus than other factors.

Table 2: ANOVA- Overall for Non-Selected Candidates

ANOVA- Overall for Non-Selected Candidates						
		Sum of Squares	df	Mean Square	F	Sig.
Communication during the selection process	Between Groups	2.46	3	0.821	1.75	0.16
	Within Groups	57.65	123	0.46		
	Total	60.11	126			
Hiring process timeline	Between Groups	1.23	3	0.41	0.74	0.52
	Within Groups	67.6	123	0.54		
	Total	68.83	126			

For the experience that candidate had from different recruiters in accordance to communication, the significance value is greater than the level of significance (0.05), so there is homogeneity across the views of “communication during the selection process. Since the satisfaction level is around 3 on the scale of 1-5 which is on moderate level, the recruiters need to concentrate on improving candidate experience on communication during interview process.

For the experience that candidate had from different recruiters in accordance to hiring process timeline and expectations, the significance value is greater than the level of significance (0.05), Since the satisfaction level is around 2.5 on the scale of 1-5 which is on moderate level, the recruiters need to concentrate on improving candidate experience on hiring process timeline and expectations.

Table 3: ANOVA- Overall for New Hire Candidates

ANOVA- Overall for New Hires						
		Sum of Squares	df	Mean Square	F	Sig.
Communication during the selection process	Between Groups	0.34	3	0.11	0.25	0.85
	Within Groups	20.89	47	0.44		
	Total	21.24	50			
Hiring process timeline and expectations	Between Groups	0.14	3	0.04	0.16	0.91
	Within Groups	13.46	47	0.28		
	Total	13.6	50			
On-boarding and new-hire engagement	Between Groups	1.071	3	0.35	1.52	0.22
	Within Groups	11.01	47	0.23		
	Total	12.08	50			

For the experience that candidate had from different recruiters in accordance to communication during the selection process, hiring process timeline and expectations, and On-boarding and new-hire engagement, the significance value is greater than the level of significance (0.05), Since the satisfaction level is around 2.5 on the scale of 1-5 which is on moderate level, the recruiters need to concentrate on improving candidate experience on all these factors.

CONCLUSION

Candidates and new-hire expertise are important differentiators in attracting high performers. Based on the results from this paper, it

establishes that the variables have an effect on candidate and new-hire experience and those that differentiate between a positive and negative experience to assist organizations create higher experiences for job candidates and new-hires. It was found that an effective workplace make positive experiences that have an interaction with new-hires and candidates and encourage positive perception towards the organisation.

References

1. Bratton J, Gold J (2003). Human Resource Management: Theory and Practice 3rd Edition, New York: Palgrave Macmillan
2. Herriot P (1993). Interviewing. In P. Warr (Ed.), Psychology at work (pp. 139-159). London: Penguin, International Research Journal of Finance and Economics ISSN 1450-2887 Issue 39
3. Breugh JA, Starke M (2000). Research on Employee Recruitment: So Many Studies, So Many Questions, Journal of Management vol. 26 pp. 405-434 Business Press
4. Rynes, S.L. and Barber A.E. (1990), Applicant attraction strategies: An organizational perspective, Academy of Management Review, Vol 15, No 2, pp. 286- 310
5. Barber, A.E. (1998), Recruiting employees: Individual and organizational perspectives, Sage Publications
6. Boxall, P. & Purcell, J., (2008). Strategy and Human Resource Management, Bristol: Palgrave.
7. An Empirical Analysis of Recruitment and Selection Practices in the Public Sector - International Journal of Management Sciences and Business Research, 2014 ISSN (2226- 8235) Vol- 3, Issue 12